

WELFARE DATA TRACKING IMPLEMENTATION PROJECT

PROJECT MANAGEMENT PLAN

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1. Project Overview

Introduction

The Project Management Plan describes the management and structure of the Welfare Data Tracking Implementation Project (WDTIP). It is used to provide guidance for internal operations needed to successfully complete the project. Additionally, further policies and procedures are documented in the **Design/Coding Standards Guide**, the **Configuration Management Plan**, and the **Updated Stakeholder Communication Plan**.

Project Charter

The purpose of the Project Charter is to define the parameters of the WDTIP. The Project Charter provides the following information:

- ❑ Project Definition
- ❑ Project Purpose and Objectives
- ❑ Project Priorities
- ❑ Duration of the Project and Critical Dates
- ❑ Project Cost
- ❑ Commitment, including the respective responsibilities of the State and Contractor

Project Definition

The WDTIP is an application development project that includes overall project management; designing, building and testing the system; developing and executing user training; communicating with internal and external stakeholders; and deploying the application. In addition, data will be converted from county systems to the existing SAWS Information System (SIS) database. It is anticipated that this conversion will entail both automated and manual methods. Subsequent ongoing batch data loads from the counties are also included in the WDTIP. The scope of the project is further discussed in Section 2, Project Scope of this Project Management Plan.

Project Purpose and Objectives

In response to the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, the State of California passed Assembly Bill (AB) 1542. AB-1542 institutes the TANF program in California and imposes welfare time limits, as well as new programmatic and eligibility rules. In addition to welfare time limits, AB-1542 mandates work requirements through the CalWORKs program. As a result of the CalWORKs program, county welfare departments are required to have a mechanism to track eligibility time limits, and other related data on an individual level, across counties, and over time to comply with the tracking requirements of both State and Federal mandates.

The purpose of the WDTIP, therefore, is to provide a communication mechanism and central data repository that can be accessed by all technology-enabled counties and

relevant agency systems in order meet the requirements of SAWS legislation and the TANF and CalWORKs programs. It address the immediate need for Federal and State Welfare Reform tracking requirements imposed by the Federal PRWORA, AB 1542 and relevant All County Letters issued by the California Department of Social Services (CDSS).

To this end, The objectives of the project are to satisfy the aforementioned legislative requirements by providing a statewide repository for welfare reform data elements and to facilitate communication between disparate county welfare and statewide welfare-related systems. The primary data to be collected, calculated (if necessary), and tracked for applicants/ recipients includes:

- ☐ TANF 60-Month Clock
- ☐ CalWORKs 60-Month Clock
- ☐ WtW 18/24-Month Clock

Project Priorities

Effective July 1, 1999, counties will be required to determine the total amount of time on aid to effectively implement the CalWORKs 18-month time-clock requirements.

Without an automated process for the calculation and display of the CalWORKs and, eventually, the TANF clocks, counties will be utilizing inefficient manual methods to determine an applicant/recipient's total time on aid, including exemptions and exceptions. The immediate need to calculate and track the CalWORKs time clock, places a high priority on completion of the WDTIP.

Given the immediate need for the application, Project Management emphasizes the importance of scope control, adherence to the project schedule, and meeting deliverable dates. These priorities are emphasized to all team members. Adherence to the schedule is considered the top priority and the primary responsibility of the WDTIP is to provide successful welfare data tracking automation throughout California.

Duration of the Project and Critical Dates

The original duration of WDTIP was fourteen months, extending from June 2, 1999 through July 31, 2000. However, in January 2000, it was determined that some California counties would not complete their data conversion activities by July 31, 2000 as original planned. Accordingly, WDTIP has been extended to December 31, 2000 to accommodate late county data conversions.

The project is divided into three distinct phases, each with specific tasks and deliverables. These phases, along with their respective start and end dates are as follows:

<i>Phase</i>	<i>Start Date</i>	<i>End Date</i>
Phase 1, Design	June 2, 1999	September 30, 1999
Phase 2, Construction and Testing	October 1, 1999	March 31, 2000
Phase 3, Implementation	April 1, 2000	December 31, 2000

The dates for the completion of project deliverables are presented in Section 3, Project Phases of this Project Management Plan. Additionally, the project workplan is presented in Attachments B through E.

Note: Attachments B through E are point-in-time deliverables and have not been modified to reflect the December 31, 2000 project end date in this document. Additionally, other than this Project Management Plan, all project deliverables reflect the July 31, 2000 project end date.

Project Cost

The estimated cost of the WDTIP is \$21,544,756. This value includes costs for staff, hardware and software, data center services, and contract services.

Commitment and Responsibilities

The WDTIP is a collaborative effort between several state agencies, contractors and the California counties. The primary participants include the Health and Human Services Agency Data Center (HHSDC), the California Department of Social Services (CDSS), the 58 California counties and Deloitte Consulting.

Health and Human Services Agency Data Center

The HHSDC is responsible for partnering with Deloitte Consulting to provide overall project management, including application, technology and implementation management, for the WDTIP. To ensure full participation and partnership, the State will also provide qualified State resources to assist in the design, development and implementation of the Welfare Data Tracking system.

HHSDC and Deloitte Consulting will work in full partnership to produce all deliverables. HHSDC will be responsible for the timely review of all deliverables, based on the deliverable acceptance criteria outlined in the Statement of Work. HHSDC will provide timely resolution, as defined by the project workplan, of State controlled issues that affect the project plan and schedule.

HHSDC will provide any contractually required project administration hardware, software and support for project staff during the term of the project.

California Department of Social Services

As the project sponsor, CDSS is responsible for overall project support. In this capacity, CDSS staff will work with WDTIP staff to ensure that programmatic business

requirements are met and that system design meets the needs of county users. CDSS will also communicate with the counties to promote county participation in system implementation activities, county acceptance of the system, and ongoing use of the new system in the post-implementation period. CDSS will provide key representation on the WDTIP Advisory Committee.

California Counties

The counties are responsible for providing adequate resources to participate in requirements validation, data conversion, training, and implementation activities. Counties will be asked to participate in the development of business requirements and system design through attendance at Joint Requirements Planning and Joint Application Design Sessions. The actual county resource requirements will be determined jointly by the State and Deloitte Consulting during each project phase.

Individual counties will be responsible for conversion data mapping and extraction activities. In addition, counties shall provide necessary test data to the project on a timely basis. These activities will be completed on time and in accordance with the county's rollout date. All data files provided by the counties for conversion and on-going loads shall be Year 2000 compliant. With assistance from the WDTIP, counties will be responsible for identifying county specific manual conversion requirements, and for reviewing county data for accuracy during trial conversions.

Counties will be responsible for providing a primary county contact for the WDTIP. This individual will coordinate with other county resources, such as technical staff and trainers. The WDTIP Communication Team will communicate directly with the county contact. It will be the county contact's responsibility to communicate WDTIP information to other county staff as needed.

Counties will be required to send one or more trainers to the Train the Trainer Sessions and to execute user training in their respective counties.

Deloitte Consulting

Deloitte Consulting is responsible for partnering with HHSDC to provide overall project management, as well as design, development, and implementation of the WDTIP automated system. Specifically, Deloitte Consulting will be responsible for:

- Co-management and execution of the Project Management Plan
- Application management (e.g., application design and coding, unit testing, and system testing)
- Technology management (e.g., database administration, configuration management, capacity planning, system security planning, backup and recovery planning)
- Co-implementation management (e.g., stakeholder communications, user training, user acceptance testing, conversion planning and execution)

Software Development Approach

The various activities that are undertaken when developing software are commonly referred to as the software development lifecycle. The development approach for the WDTIP is based on a traditional, but somewhat modified, Systems Development Lifecycle (SDLC) methodology. Deloitte Consulting's proprietary methodology, "Framework for Computing Solutions", has been used as the basis for the project's approach. This methodology is on file at the WDTIP project site.

The software development lifecycle begins with the identification of a requirement for an automated software application solution and ends with the formal verification of the developed application against that requirement. The WDTIP approach is unique in that the typical initial phases, Planning and Requirements, were completed during prior efforts (i.e., SAWS-TA) and hence, are included only as abbreviated activities. As a result, the SDLC has been modified for this project into the following three phases:

- ❑ Phase I - Detailed Design
- ❑ Phase II - Construction and Testing
- ❑ Phase III - Implementation

Phase I - Detailed Design

Requirements Validation - The requirements for the application validated, producing a complete and defined specification of what the application must accomplish.

Architectural Design – The application architecture for the implementation of the requirements is designed. The components within the application are identified and the relationships between the components are defined.

Detailed Design – Specifications are determined for implementing the application.

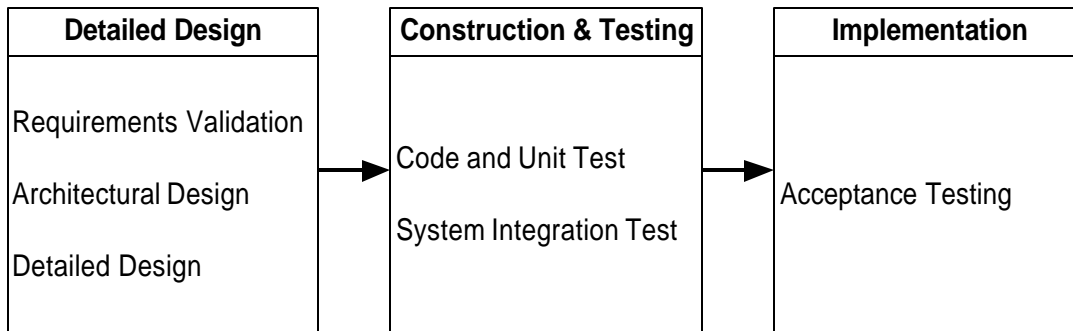
Phase II - Construction and Testing

Code and Unit Testing - Each component of the application is coded and tested to verify that it implements the detailed design as specified.

System Integration Testing – All components of the application are integrated into a whole system and tested to verify implementation of the overall system.

Phase III - Implementation

User Acceptance Testing – Users test the application to ensure that it meets the business need and implements the specified requirements.



Further descriptions of the WDTIP's SDLC phases are presented in Section 3, Project Phases.

2. Project Scope

The overall objective of the WDTIP is to provide a communication mechanism and central data repository that can be accessed by all technology-enabled counties and relevant agency systems. In addition, it must provide counties with the necessary information about individual welfare recipients and meet the requirements of Welfare Reform. The scope of the WDTIP includes design, construction, testing, and implementation of an application that will allow all 58 California counties to accurately track individual welfare recipient information to meet the requirements of both State and Federal welfare reform. The project also consists of the development of CICS screens to view data and approximately 10 operations and management reports. A one-time conversion of county data will be required for the initial load into the database with subsequent ongoing loads performed by counties. Examples of data to be tracked include:

- ☐ PRWORA time clock calculation
- ☐ CalWORKs time clock calculations, including exceptions and exemptions
- ☐ Diversion information
- ☐ Other tracking to be defined by the WDTIP Joint Requirements Planning Workgroup (e.g., sanctions, childcare, work participation, case participation, etc.)

The conversion of county data to populate the SAWS Information System (SIS) will be a vital component of the WDTIP. To this end, the project scope includes the following conversion activities: design, development, testing and implementation of conversion programs, including, but not limited to:

- ☐ Identification of required county data elements to populate SIS
- ☐ Identification of county file format requirements
- ☐ Development of edit and error processing rules
- ☐ Assistance with the one-time initial conversion
- ☐ Development of ongoing load requirements for county data into the SIS
- ☐ Guidance for development of extract requirements to county technical resources

In addition, the scope of the project will include the following implementation activities:

- ☐ Regional training sessions
- ☐ Regional information sessions
- ☐ County visits as needed
- ☐ Consistent and ongoing communication with stakeholders
- ☐ Implementation support

The scope of this project does not include:

- ❑ Resources to convert county data into a standard file for conversion and ongoing data loads
- ❑ Assisting agencies/counties with the design and development of county welfare system screens to view SIS data
- ❑ Development or management of any changes to the Statewide Client Index (SCI) application

3. Project Phases

As mentioned above, the design, construction and testing, and implementation of the WDTIP application is based on the Systems Development Lifecycle (SDLC) methodology. The SDLC incorporates a phased approach in systems implementation. The three phases are commonly referred to as Detailed Design, Construction and Testing, and Implementation. Tables 2B, 2C and 2D in the Statement of Work (HW3874AR) are repeated here to provide tasks and deliverables to be completed in each phase.

Note: The Submission Date and Approval Date columns have been modified to reflect the actual dates, versus the planned dates from the Statement of Work. Additionally, the Initial Conversion Load deliverable has been renamed – Conversion Process and Procedures.

Phase I – Detailed Design (5/26/99 to 9/30/99)

Phase I WDTIP activities will focus primarily on overall project management, developing project standards, updating the stakeholder communication plan, revising the business requirements, producing the detailed design for the system, and developing the implementation strategy. These activities will help the WDTIP team identify the functionality necessary of the TRAC (Tracking Recipients Across California) application, how it will be communicated to the users, and establishes the basic processes for both internal and external WDTIP communications and project management. Below is a breakdown of the tasks to be completed in Phase I, their associated deliverables, and the proposed deliverable submission and approval dates:

Task Description		Deliverable	Submission Date	Approval Date
5.4	Implementation Management	Updated Stakeholder Communication Plan	6/15/99	6/28/99
5.4.1	Update Stakeholder Communication Plan			
5.3	Application Management	Design/Coding Standards Guide	6/15/99	6/28/99
5.3.3	Develop Design/Coding Standards			
5.1	Project Management	Project Management Plan	6/18/99	7/7/99
5.1.2	Develop Project Management Plan			
5.2	Technology Management	Configuration Management Plan	6/23/99	7/14/99
5.2.6	Plan for Configuration Management			

Task Description		Deliverable	Submission Date	Approval Date
5.1	Project Management	Monthly Status Reports	6/30/99 (first month)	Due last Wed of each month
5.1.1	Initiate Project			
5.1.3	Conduct Monthly Status Reporting			
5.1.4	Perform Ongoing Project Control			
5.3	Application Management	Updated Business Requirements Document	7/1/99	7/21/99
5.3.1	Validate Business Requirements			
5.2	Technology Management	System Architecture Model	8/5/99	8/19/99
5.2.9	Design and Plan System Security			
5.2.10	Design and Plan Backup/Recovery			
5.4	Implementation Management	Implementation Strategy	8/24/99	9/17/99
5.4.3	Review/Revise Change Request Procedures			
5.4.4	Define Helpdesk Procedures			
5.4.5	Plan Stakeholder Manual Conversion			
5.4.6	Plan User Training			
5.4.7	Plan Stakeholder Implementation			
5.3	Application Management	Detailed Design Specification Document	8/31/99	9/24/99
5.3.2	Finalize Application Architecture			
5.3.4	Validate/Revise Database Infrastructure			
5.3.5	Design Screens and Maps (3270 app)			
5.3.6	Design Business Logic Modules			
5.3.7	Design Data Access Modules			
5.3.8	Design Conversion/Ongoing Batch Interface Modules			
5.3.9	Design System Reports Modules			
5.1	Project Management	WDTIP Phase 2 Workplan	9/17/99	9/28/99
5.1.5	Plan for WDTIP Phase 2			

Phase II - Construction & Testing (10/1/99 to 3/31/00)

Phase II WDTIP activities will focus primarily on overall project management, building and testing of the system, creating the implementation plan, and developing the user training curriculum. These activities are primarily in place to create the physical application and conversion programs, and develop user support processes and product to support the applications implementation. Below is a breakdown of the tasks to be completed in Phase II, their associated deliverables, and the proposed deliverable submission and approval dates:

Task Description		Deliverable	Submission Date	Approval Date
6.1	Project Management	Monthly Status Report	10/27/99 (first month)	Due last Wed of each month
6.1.1	Conduct Phase 2 Kick-Off Meeting			
6.1.2	Conduct Monthly Status Reporting			
6.1.3	Perform Ongoing Project Control			
6.3	Application Management	Completed Source Modules/Unit Test	12/17/99	1/31/00
6.3.1	Code and Unit Test Screens and Maps			
6.3.2	Code and Unit Test Business Logic Modules			
6.3.3	Code and Unit Test Data Access Modules			
6.3.4	Code and Unit Test Conversion/ Ongoing Batch Interface Modules			
6.3.5	Code and Unit Test System Reports Modules			
6.4	Implementation Management	Implementation Plan	1/28/00	2/15/00
6.4.1	Conduct Ongoing Stakeholder Communication			
6.4.2	Develop User Documentation			
6.4.3	Develop Training Curriculum			
6.4.4	Perform Detailed Implementation Planning			

Task Description		Deliverable	Submission Date	Approval Date
6.4	Implementation Management	Training Curriculum	2/18/00	3/3/00
6.4.1	Conduct Ongoing Stakeholder Communication			
6.4.2	Develop User Documentation			
6.4.3	Develop Training Curriculum			
6.3	Application Management	Integration/System Test Sign-off	2/29/00	3/14/00
6.3.7	Prepare for Integration/System Test			
6.3.8	Conduct Integration System Testing			
6.3.9	Conduct Performance Testing			
6.1	Project Management	WDTIP Phase 3 Workplan	3/17/00	3/28/00
6.1.4	Plan for WDTIP Phase 3			

Phase 3 - Implementation (4/3/00 to 12/31/00)

Phase III WDTIP activities will focus primarily on overall project management, user acceptance testing, county data conversions, user training, and system deployment. After the users have validated the application works properly, the Implementation Phase activities will culminate in the loading of county data into the TRAC application's database, releasing the application to the county users, and training them on effectively and efficiently accessing the WDTIP data through the new application. Below is a breakdown of the tasks to be completed in Phase III, their associated deliverables, and the proposed deliverable submission and approval dates:

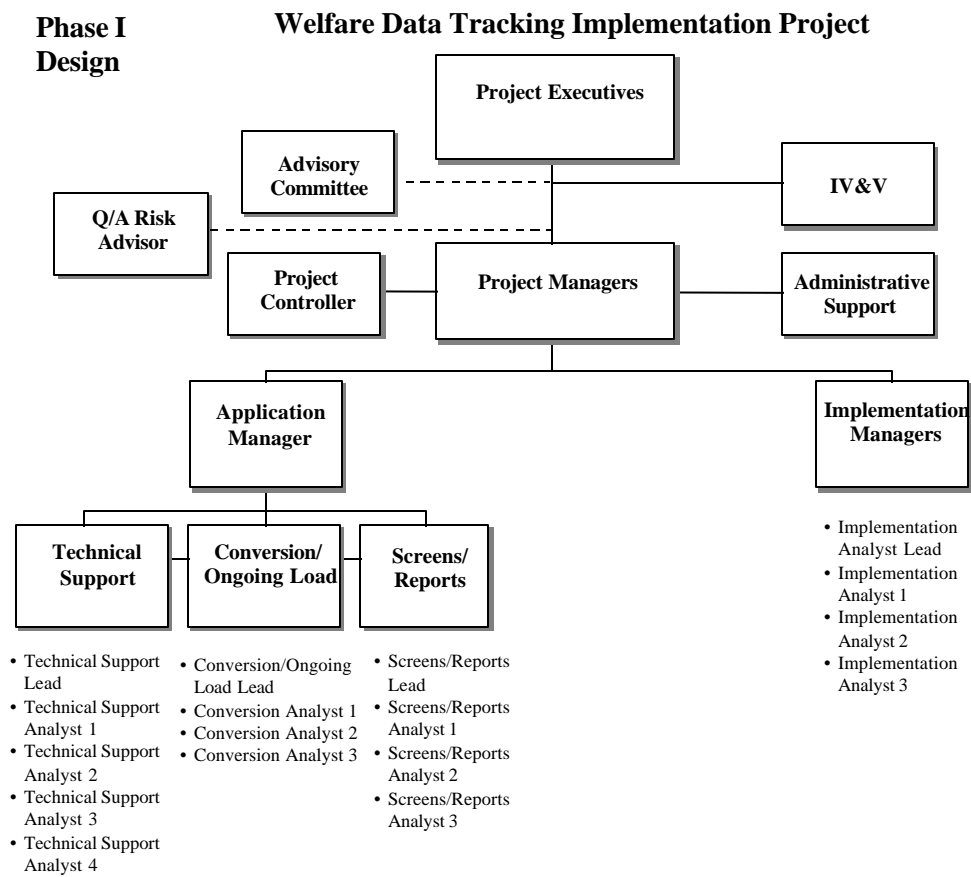
Task Description		Deliverable	Submission Date	Approval Date
7.1	Project Management	Monthly Status Report	4/26/00 (first month)	Due last Wed of each month
7.1.2	Conduct Monthly Status Reporting			
7.1.3	Perform Ongoing Project Control			
7.4	Implementation Management	User Acceptance Test Sign-Off	4/28/00	5/10/00
7.4.2	Train User Acceptance Testers			
7.4.3	Perform User Acceptance Testing			

Task Description		Deliverable	Submission Date	Approval Date
7.2	Technology Management	System in Production	7/14/00	Conditional Acceptance 9/30/00
7.2.8	Migrate Application to Production Environment			
7.2	Technology Management	Conversion Process and Procedures	7/31/00	Conditional Acceptance 9/30/00
7.2.7	Support Conversion Loads			
7.3	Application Management			
7.3.1	Perform Conversion			
7.4	Implementation Management	User Training	7/17/00	7/25/00
7.4.1	Conduct Ongoing Stakeholder Communication			
7.4.4	Conduct User Training			
7.4.5	Provide Implementation Support			
7.4.6	Conduct Knowledge Transfer			

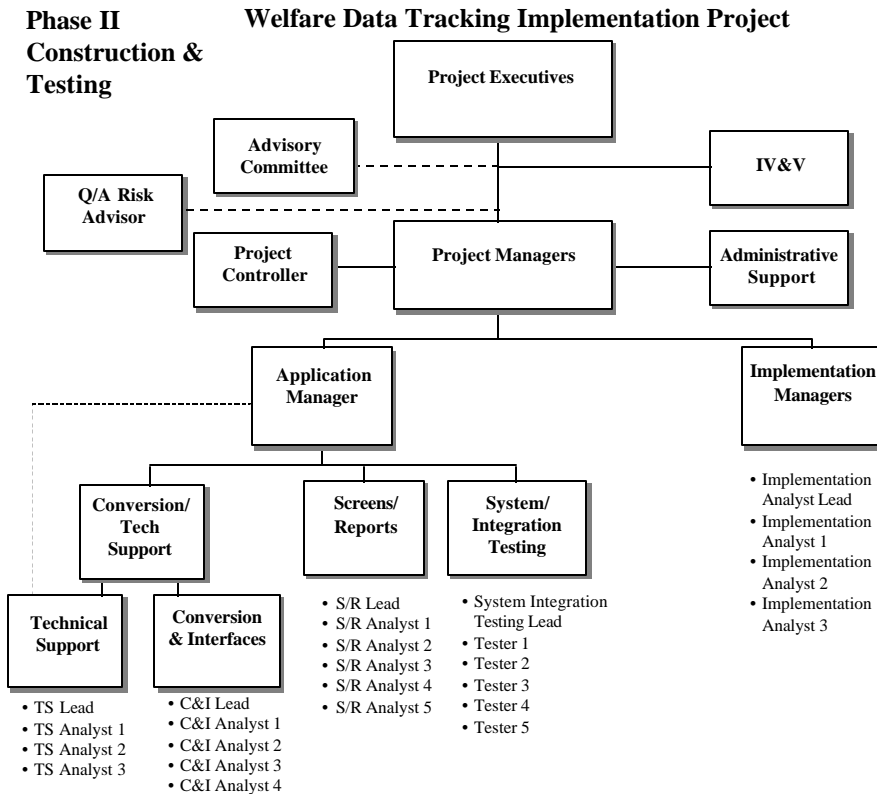
4. Project Organization

The organizational charts for WDTIP Phases I through III are included on the following pages. The organizational charts for Phases II and III will be reviewed and modified towards the end of Phase I and Phase II respectively.

Phase I Organizational Chart



Phase II Organizational Chart

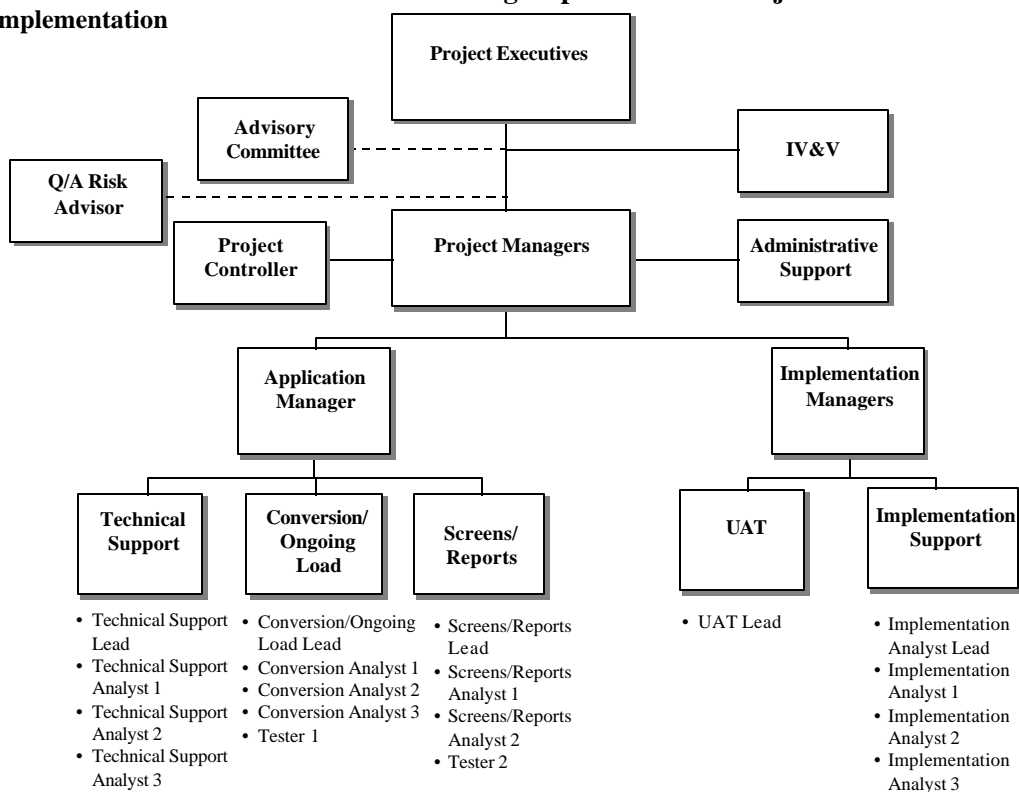


Phase III Organizational Chart

(April 1, 2000 – July 31, 2000)

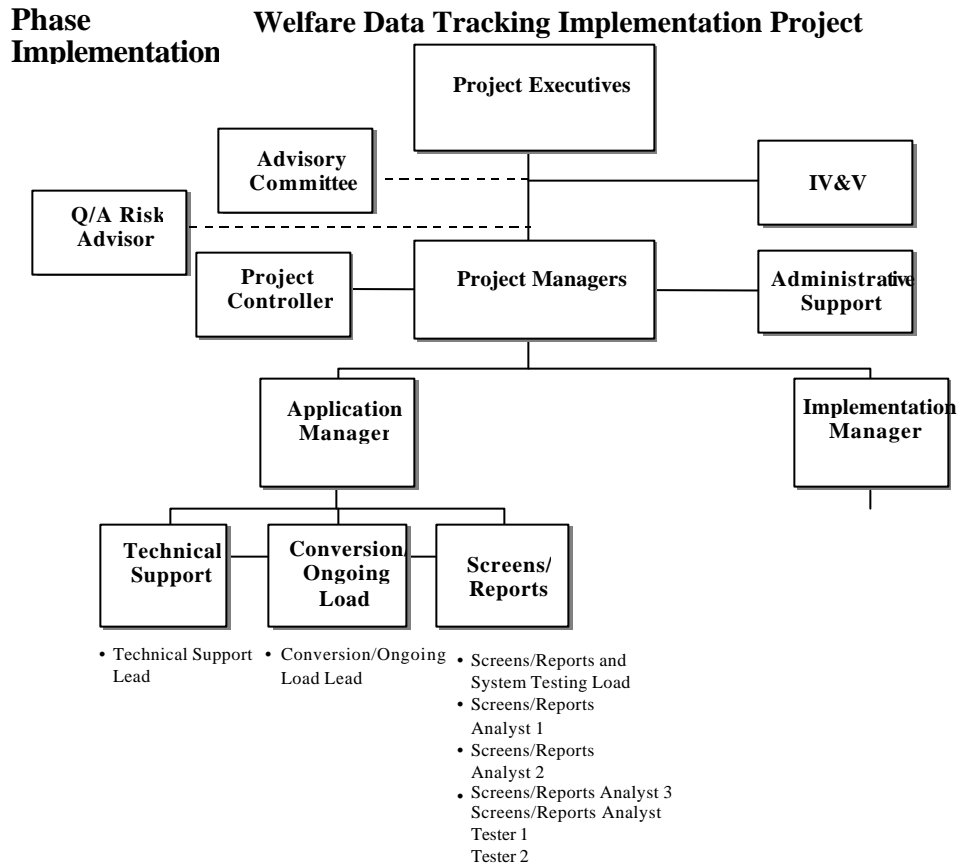
**Phase III
Implementation**

Welfare Data Tracking Implementation Project



Phase III Organizational Chart

(August 1, 2000 – December 31, 2000)



5. Roles and Responsibilities

This section defines roles and responsibilities by organizational position.

Project Executives

Project Executives are ultimately responsible for the success of the project as well as:

- ❑ Providing overall project management
- ❑ Administering contractual obligations
- ❑ Directing budget and resource management
- ❑ Providing overall risk management and quality assurance
- ❑ Providing overall support in issue resolution, particularly scope-related issues

Project Managers

Project Managers report to the Project Executives and are responsible for:

- ❑ Directing the project through design, development and testing, and implementation
- ❑ Directing the accomplishment of project objectives, policies, strategies and management tasks
- ❑ Directing the project's completion according to schedule and within the budget
- ❑ Managing the resolution of all project issues
- ❑ Communicating project status and issues to the Advisory Committee
- ❑ Managing project funding policies and strategies
- ❑ Directing the development of a statewide implementation schedule and strategy
- ❑ Participating in the Advisory Committee meetings
- ❑ Participating in Configuration Control Board Meetings

Quality Assurance Risk Advisor

The Quality Assurance (QA) Risk Advisor will work closely with the Project Executives and Project Managers and is responsible for:

- ❑ Validating complete and accurate deliverables, consistent with project standards
- ❑ Verifying common processes and standards are developed and followed
- ❑ Alerting the Project Executives of changes in project standards or processes
- ❑ Continuously reviewing project performance and collaborating with project management to solicit and implement ideas for improvement
- ❑ Reviewing project performance to identify potential risk and recommend ways to mitigate risks.

Independent Verification & Validation

Independent Verification and Validation Vendor (IV&V) reports to the State Project Executive and is responsible for:

- ☐ Reviewing and evaluating all deliverables for consistency, completeness, and conformity with requirements
- ☐ Reviewing all project-related standards and requirements (e.g., design, programming, testing, and training)
- ☐ Reviewing and monitoring acceptance testing
- ☐ Conducting on-going risk assessment and recommending mitigation/prevention strategies
- ☐ Preparing routine reports and assessments
- ☐ Participating in Configuration Control Board Meetings

Project Controller

Reports to the Project Managers and is responsible for:

- ☐ Monitoring the work plan and budget
- ☐ Assisting with identifying potential workplan or budget issues
- ☐ Assisting with timesheet submission and status reporting
- ☐ Tracking all project issues as Issue Coordinator
- ☐ Coordinating sub-contractor invoices
- ☐ Preparing invoices
- ☐ Assisting with deliverable preparation
- ☐ Participating in Configuration Management Team meetings
- ☐ Acting as Chair of Configuration Control Board meetings
- ☐ Coordinating Configuration Management meetings

Administrative Support

Reports to the Project Managers and is responsible for:

- ☐ Assisting the project team with administrative tasks
- ☐ Assisting the project team in scheduling meetings
- ☐ Coordinating the production process for hard copy deliverables

Application Manager

Reports to the Project Managers and is responsible for:

- ❑ Designing the architecture of the application
- ❑ Coordinating application development
- ❑ Scheduling and delivering the conversion-related programs, file formats and extracts, and accomplishing the ongoing batch load of the database
- ❑ Conducting daily status meetings
- ❑ Managing all administrative issues related to the application team
- ❑ Assisting with the resolution of application related issues
- ❑ Participating in Configuration Control Board Meetings

Screens/Reports Lead

Reports to the Application Manager and is responsible for:

- ❑ Assisting the Application Manager with the management of the application development team
- ❑ Working with the stakeholders to define system screen and report requirements
- ❑ Overseeing the design, development and testing of the COBOL/CICS screens, business logic and reports
- ❑ Supporting the project team during the county-wide implementation of the application
- ❑ Assisting in issue resolution
- ❑ Participating in Configuration Control Board Meetings

Screens/Reports Analysts/Programmers

Report to the Screens/Reports Lead and are responsible for:

- ❑ Developing the functional and technical specifications for CICS screen maps, screen navigation, screen help, field help and screen logic
- ❑ Developing the functional and technical specifications for common business logic and reports
- ❑ Coding and unit testing of COBOL screens, maps, screen navigation, screen help, field help and screen logic
- ❑ Coding and unit testing of common business logic and reports
- ❑ Supporting the project team during the county-wide implementation of the application

Conversion/Ongoing Load Lead

Reports to the Application Manager and is responsible for:

- ☐ Assisting the Application Manager with the management of the application development team
- ☐ Working with the counties to define data mapping requirements
- ☐ Overseeing the design, development and testing of conversion-related programs, and ongoing data load programs
- ☐ Managing a team of analysts and programmers to support the project team during the county-wide implementation of the application
- ☐ Assisting with the resolution of issues
- ☐ Participating in Configuration Control Board Meetings

Conversion/Ongoing Load Analysts/Programmers

Report to the Conversion/Ongoing Load Lead and are responsible for:

- ☐ Assisting the Conversion/Ongoing Load Lead with data mapping requirements and analysis
- ☐ Developing the functional/technical specifications for conversion and ongoing load programs
- ☐ Coding and unit testing of conversion and ongoing load programs
- ☐ Supporting the project team during the county-wide implementation of the application

Technical Support Lead

Reports to the Application Manager and is responsible for:

- ☐ Providing mainframe support to the project team
- ☐ Creating the structures and procedures for building and maintaining the SIS database
- ☐ Coordinating with production control at HHSDC on matters related to production schedules
- ☐ Maintaining control over the database change request process
- ☐ Maintaining both the data model and the physical database
- ☐ Providing database support during county-wide conversion and implementation
- ☐ Assisting in the resolution of issues
- ☐ Coordinating configuration management activities, including participating in Configuration Control Board meetings

Technical Support Analysts

Report to the Technical Support Lead and are responsible for:

- ☐ Assisting the Technical Support Lead in providing mainframe support to the project team
- ☐ Coordinating with the MVS administrator at HHSDC on matters related to CICS administration
- ☐ Establishing and maintaining mainframe system tools and resources including CICS regions, DB2 regions, and CICS table entries
- ☐ Performing configuration control of mainframe system assets

System/Integration Testing Lead

Reports to the Application Manager and is responsible for:

- ☐ Overseeing the development of system test plans and scenarios
- ☐ Estimating testing resource requirements needed to complete test plans
- ☐ Communicating with the programmers when modules are ready for production
- ☐ Conducting defect tracking meetings to monitor the status of defect correction and schedule testing resources when new software is ready for testing
- ☐ Communicating software changes to project staff and user community
- ☐ Assisting in issue resolution
- ☐ Participating in Configuration Control Board Meetings

System/Integration Testers

Report to the System/Integration Testing Lead and are responsible for:

- ☐ Developing test plans and scenarios for system/integration and testing
- ☐ Developing test scripts that will validate that the software is functioning correctly
- ☐ Executing test scripts and documenting any software defects
- ☐ Assisting Help Desk personnel in researching defects reported by the users
- ☐ Assisting application analysts and the programmers in correcting defects
- ☐ Re-executing test scripts after software defects have been corrected

Implementation Managers

Report to the Project Managers and are responsible for:

- ☐ Planning and implementing communication-related services

- ❑ Conducting alternative analyses to determine implementation strategy
- ❑ Overseeing the preparation and execution of the conversion and implementation plans
- ❑ Overseeing the development and execution of the training plan and corresponding curriculum and delivery
- ❑ Managing user acceptance testing activities
- ❑ Managing administrative issues related to the communications and training/implementation teams
- ❑ Assist in the resolution of implementation related issues

Implementation Analysts

Report to the Implementation Managers and are responsible for:

- ❑ Developing and executing the implementation strategy, approach and plan
- ❑ Developing and implementing all components of the Implementation Plan (i.e., **Updated Stakeholder Communication Plan**, Help Desk, Change Request Procedures, Change Leadership, Conversion, and Roll-out and training)
- ❑ Developing and implementing internal and external communications
- ❑ Developing and executing user acceptance test scenarios
- ❑ Conducting follow-up activities
- ❑ Developing training curriculum and user guides
- ❑ Delivering regional training sessions and soliciting user feedback

User Acceptance Test Lead

Reports to the Implementation Managers and is responsible for:

- ❑ Coordinating with the User Acceptance Testing Team in the development of UAT test plans and scenarios
- ❑ Coordinating with UAT Team in estimating testing resources needed to complete UAT test plans
- ❑ Communicating UAT status and results
- ❑ Conducting defect tracking meetings to monitor the status of incident correction and schedule testing resources when incident fixes are ready for testing
- ❑ Communicating software changes to project staff and user community
- ❑ Assisting in the resolution of issues
- ❑ Participating in Configuration Control Board Meetings

6. Project Management Standards

This section outlines project standards to be followed in day-to-day activities.

Standard Hours

The standard work hours for the project are from 8 a.m.-5 p.m. Monday through Friday.

Time Away from Project

Personal time off will require the approval of the Team Lead and Project Management. The approved time off must be forwarded to the administrative assistant who will post it to the WDTIP Outlook calendar and a master calendar hanging outside the Administrative Assistant's cubicle.

Each third Friday of the month, Deloitte Consulting staff is required to attend local office meetings and will not be at the project site. However, based upon project demands individuals may be required to remain onsite.

Holidays

The following are 1999 State Holidays:

- ☐ Jan 1 New Year's Day
- ☐ Jan 18 Martin Luther King Jr. Day
- ☐ Feb 12 Lincoln's Birthday
- ☐ Feb 15 Washington's Birthday
- ☐ May 31 Memorial Day
- ☐ July 5 Independence Day
- ☐ Sep 6 Labor Day
- ☐ Oct 11 Columbus Day
- ☐ Nov 11 Veteran's Day
- ☐ Nov 25 Thanksgiving Day
- ☐ Nov 26 Day after Thanksgiving
- ☐ Dec 25 Christmas Day

The following are 1999 Deloitte Consulting holidays:

- ☐ Jan 1 New Year's Day
- ☐ May 31 Memorial Day
- ☐ July 5 Independence Day (observed)
- ☐ Sep 6 Labor Day
- ☐ Oct 11 Columbus Day
- ☐ Nov 11 Veteran's Day
- ☐ Nov 25 Thanksgiving Day
- ☐ Nov 26 Day after Thanksgiving
- ☐ Dec 25 Christmas Day

For holidays that are observed by the State and not by Deloitte Consulting, work arrangements will be made on a case-by-case basis.

Time Reporting

The Project Team will report their time on a weekly basis. The Project Controller will initiate this process by distributing timesheets generated in ABT Workbench by 2 p.m. Thursday to all consultants and project staff. The consultant is required to enter their time by task on their timesheet for the workweek (including time worked per task, estimated time to complete each task, and task status) and submit it to their respective Team Lead by 12 p.m. Friday. Workweeks are defined as Sunday through Saturday. Any time planned to be spent working after 12 p.m. on Friday or on Saturday should be estimated prior to submission. All consultants should write-in any additional tasks for the week on the timesheet.

Submission & Approval

Upon completion of the timesheet, each Project Team member should place his or her timesheets in the timesheet bin located at their Team Lead's desk. The Team Lead should then approve each timesheet and initial the bottom. After approval, the Team Lead should give their team's approved timesheets to the Project Controller by 4 p.m. Friday.

Analysis

Each Monday, the project controller will input the timesheet data into ABT Workbench and review the reports generated for reasonableness and accuracy. The reports generated will include earned versus burned analysis and additional variance analysis. These reports will be distributed to the team leads for their review by 9:30 a.m. Tuesday. Team leads can make any necessary task additions and/or corrections, and submit the changes to the Project Controller by 12 p.m. Wednesday. The reports should be submitted with an "OK" even if there are no changes to be made.

Final Signoff

The Project Controller will submit the approved timesheets to the Deloitte Consulting Project Manager each week for final signoff. The Deloitte Consulting Project Manager will also receive the various analysis reports generated for that time period.

Other Timesheet Submissions

Deloitte Consulting and subcontractors still need to submit their internal companies' timesheets to their companies in addition to completing the project weekly time-reporting process. Team leads are responsible for verifying and signing subcontractor timesheets.

Dress Code

The standard dress code will be business dress Monday through Thursday. Friday the dress code is casual.

Team Meetings

Daily

A brief daily project status meeting will be held from 8 a.m. to 8:30 a.m. daily. It is mandatory that team leads and project managers attend. The intent of the meeting is to share information regarding issues, internal/external meetings, and facilitate cross-team communication. In addition, the State Project Executive will attend the Wednesday daily meeting for a weekly update from managers and team leads.

Ad-hoc

Project Team meetings including all staff will be held on an ad-hoc basis (at least once per month).

Status Reporting

A formal monthly status report will be completed by Deloitte Consulting the last Wednesday of each month and presented at monthly advisory meetings. The report will include:

- ☐ Tasks completed during the reporting period
- ☐ Tasks to be completed during the next reporting period
- ☐ Issues requiring intervention
- ☐ Several task/deliverable analysis views, such as:
 - Earned versus burned hours calculation for the reporting period
 - Open tasks with zero estimated time to complete
 - Completed tasks with estimated time to complete greater than zero
 - Deliverable statuses, including remaining level of effort
- ☐ Copies of Project Team members' timesheets certified by the Deloitte Consulting Project Manager

7. Issue Resolution Process

Introduction

The purpose of the issue resolution process is to organize, maintain and track the identification and resolution of issues that arise throughout the course of project. The WDTIP issue resolution process provides for a single point of entry, organization, and categorization of all project issues.

An issue is defined as a topic or concern that may affect project scope, risk, schedule, cost, and/or system quality or functionality and can be resolved through action. Any single person typically can not resolve an issue. Issues may originate from inside and outside of the project. For example, a Federal policy change in the middle of system development may result in one or more issues.

It is expected that the majority of issues will be day-to-day issues concerning the internal operations of the project. However, there may be some potential scope issues as well. Scope issues typically expand the scope of the project either technically or functionally and therefore, may delay the project schedule and/or increase the cost of the project. Refer to Section 8, Scope and Change Order Process, for further details on the process to handle scope-related issues.

Process and Procedures

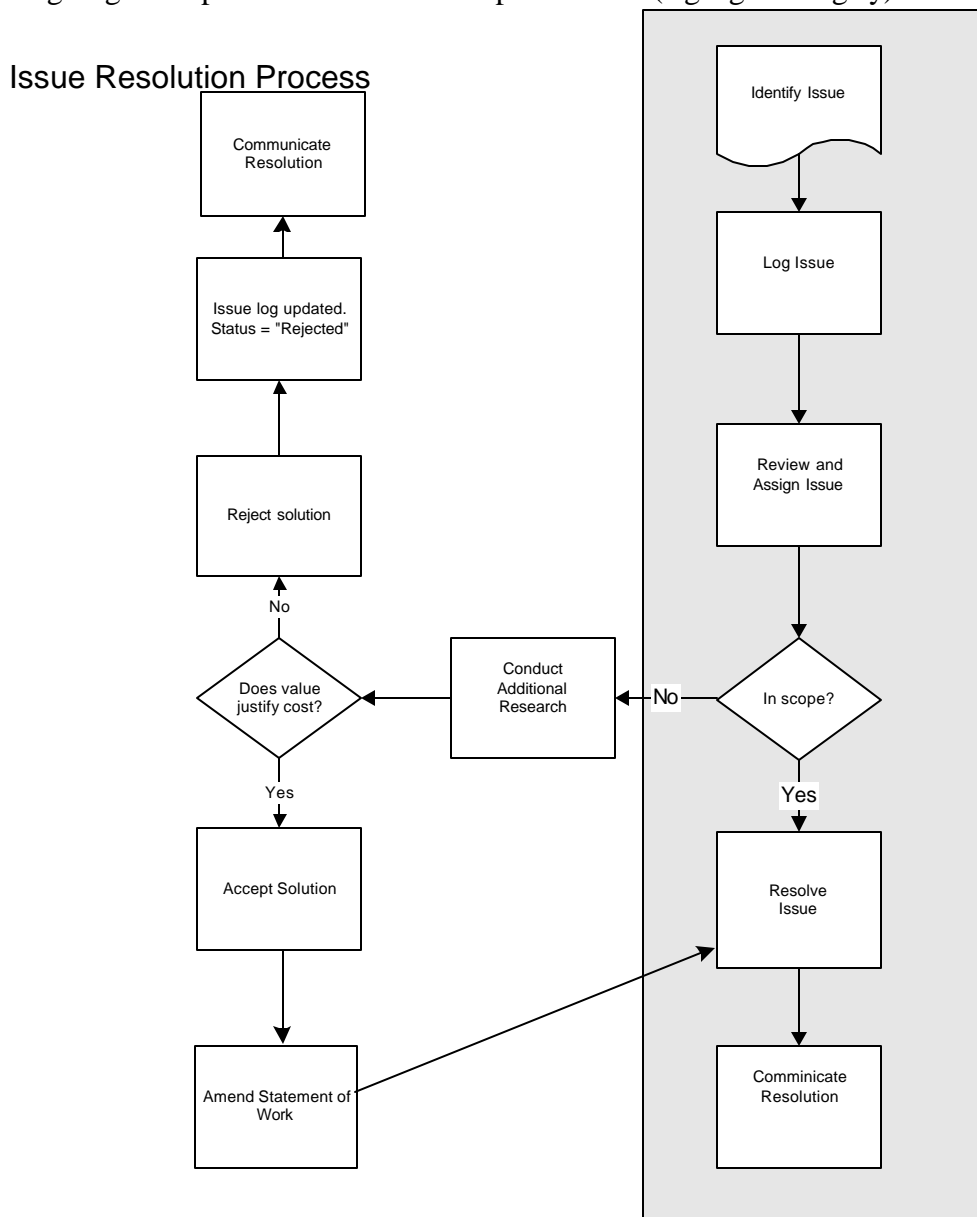
Issue Resolution Process

The issue resolution process consists of five steps.

1. Identify Issue
2. Log Issue
3. Review and Assign Issue
4. Resolve Issue
5. Communicate Resolution

Throughout this process, the automated Project Tracking System (PTS) is utilized to track the status of each issue. (The Project Tracking System is further described later in this Section as well as in Section 11, Automated Project Management Tools.) The PTS is a Microsoft Access based custom designed tool that houses an up to date table of all open and closed issues. It is accessible to everyone on the WDTIP project. Although there are many participants in the issue resolution process, the WDTIP Project Managers have overall responsibility for driving and managing the overall process. The Project Controller is responsible for maintaining all documentation and status on each issue. In addition, the Project Controller will disseminate open issues at the daily project status meetings.

The following diagram depicts the issue resolution process flow (highlighted in gray):



Each of these components, and their related tools and methodologies, are further described in the subsequent sections.

Issue Resolution Procedures

Step 1 – Identify Issue

Project issues may originate from sources within the project or from outside sources, such as end users, policy specialists and technical staff. Traditionally, either project team members or end-users identify most issues. Whenever possible, issues originating within

the project team will be resolved and communicated by a Team Lead, eliminating the need to log, track and escalate the issue. However, issues having project-wide impact will always be documented in the Log.

Step 2 - Log Issue

If an issue cannot be resolved in a timely manner (as necessitated by the project workplan) by a Team Lead, it should be recorded directly into the Project Tracking System. If a party from outside the project submits an issue, the Project Controller (or a Team Lead, as appropriate) is responsible for logging the issue into the Project Tracking System. To log an issue, the following data must be entered:

- ☐ Source of issue
- ☐ Focus Area
 - Conversion
 - Screens
 - Reports
 - Implementation
 - Database
 - Interfaces
 - Overall
- ☐ Priority
 - Urgent
 - High
 - Medium
 - Low
- ☐ Status
 - Open
 - Closed
 - Re-opened
 - CDSS Review
 - Future Release
- ☐ Status Date
- ☐ Scope Impact
 - Yes
 - No
- ☐ Short Description
- ☐ Long Description

In addition to these data elements, the issue entry date as well as the person entering the issue automatically default. The issue number (unique identifier) is automatically assigned after the issue is saved and will display to the user on a Dialog Box.

Step 3 - Review and Assign Issue

At the daily project status meeting, each new issue, as well as those with updates, will be reviewed. Any issue that may impact a project milestone or expand the baseline requirements will be categorized as a scope issue. Project Management will assign all issues to a Team Lead or Manager for research and resolution. Additionally, the Project Managers assign a due date and may modify the issue priority. The priority is based on the issue's potential impact on the project in terms of schedule and resources. The Project Controller is responsible for updating the Project Tracking System to reflect the status of each issue. The Project Controller will also forward a copy of the issue to the assigned team member.

Step 4 – Resolve Issue

The project team member who has been assigned a particular issue will be required to research the issue. Following the research and analysis, the responsible team member will prepare the resolution alternatives and present them to the Project Management Team. The Project Managers are responsible for approving the issue resolution. Once an issue has been resolved, a detailed description of the resolution will be incorporated in the Project Tracking System and distributed and discussed at the daily status meeting. The Project Controller will update the issue within the Project Tracking System with the status of “closed” and coordinate notification of appropriate parties. Resolution of each issue will be monitored via regular project control mechanisms.

Step 5 – Communicate Resolution

The Project Controller will communicate the resolution to the appropriate parties involved. In addition, they will verify that the Project Tracking System has been updated.

Roles

The following project staff have key responsibilities in the issue resolution process.

Project Controller

The Project Controller is responsible for administering the issue resolution process for the project. The Project Controller's specific responsibilities will include the following:

- ☐ Review new issues in the Project Tracking System and generate issue reports for the daily project status meeting
- ☐ Return inadequately documented issues to the issue source for additional documentation
- ☐ Update and maintain the Project Tracking System as needed
- ☐ Produce and distribute Open Issue reports on a weekly basis or as needed

Project Management Team

The Project Management Team is comprised of the State and Deloitte Project Managers, Team Leads and the Project Controller. This group meets at the daily project status meetings and will review and discuss all new and outstanding issues. This team is also responsible for identifying scope issues and escalating them as appropriate.

Project Managers

The Project Managers are ultimately responsible for directing and managing the resolution of issues.

Project Team Members

All project team members are responsible for identifying issues and entering them into the Project Tracking System. Team members who have been assigned the task of resolving an issue are also responsible for updating resolution alternatives in the PTS.

Tools

Project Tracking System

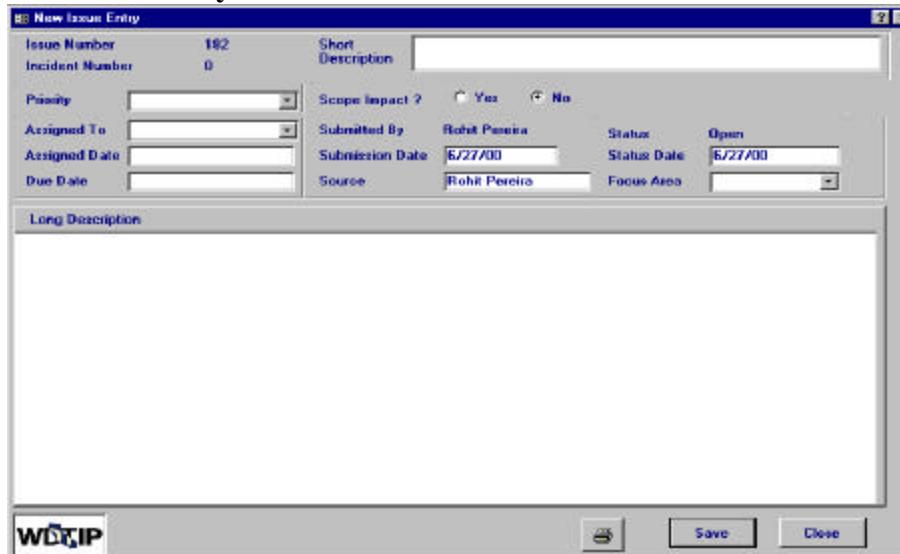
The Project Tracking System is an online application developed in Microsoft Access. All members of the project team will have online access to the Project Tracking System for entering and updating issues.

The following screen prints depict the Switchboard, Issue Entry and Update screens of the PTS:

Main Menu (Switchboard)

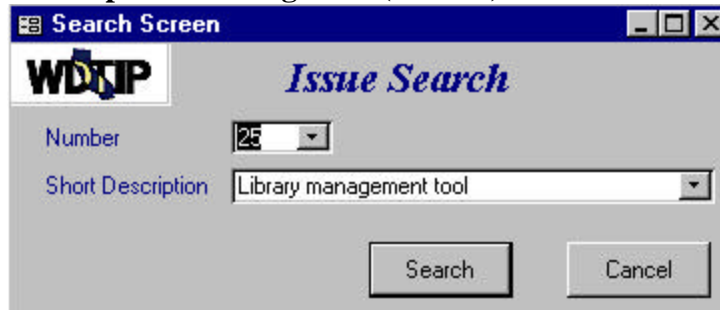


New Issue Entry Screen



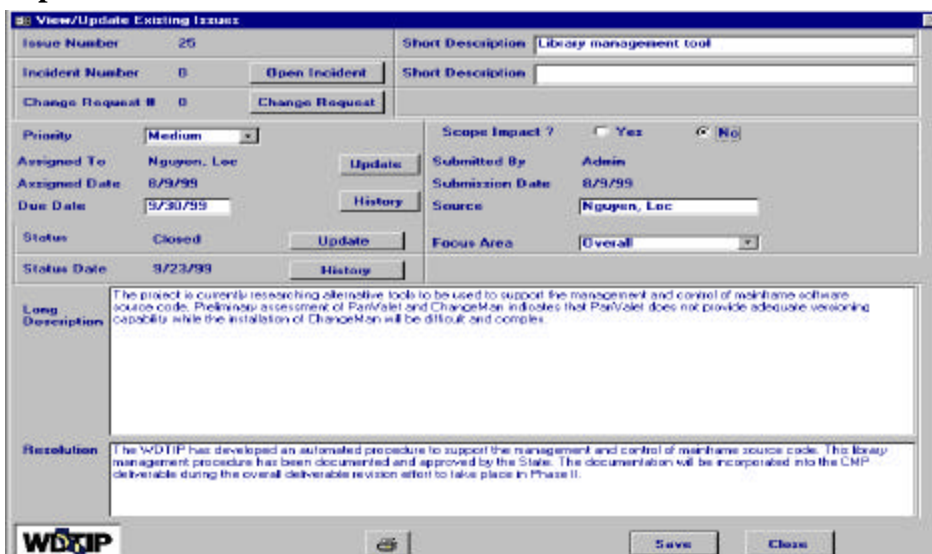
The 'New Issue Entry' screen is a form for creating a new issue. It includes fields for Issue Number (192), Incident Number (0), Short Description, Priority, Assigned To, Assigned Date, Due Date, Scope Impact? (Yes/No), Submitted By (Rohit Pereira), Submission Date (6/27/00), Status (Open), Status Date (6/27/00), Source (Rohit Pereira), and Focus Area. A large text area for Long Description is at the bottom. The WDTIP logo is in the bottom left, and Save and Close buttons are in the bottom right.

View Update Existing Issue (Search)



The 'Search Screen' is used to find existing issues. It features a search bar with 'Number' (25) and 'Short Description' (Library management tool). Search and Cancel buttons are at the bottom. The WDTIP logo is in the top left, and the title 'Issue Search' is in the top right.

Update Issue Screen



The 'View/Update Existing Issues' screen displays details for an issue with Number 25 and Short Description 'Library management tool'. It includes buttons for 'Open Incident', 'Change Request', 'Update', and 'History'. Fields for Priority (Medium), Assigned To (Nguyen, Lee), Assigned Date (8/9/99), Due Date (9/30/99), Status (Closed), Status Date (9/23/99), Scope Impact? (No), Submitted By (Admin), Submission Date (8/9/99), Source (Nguyen, Lee), and Focus Area (Overall) are present. The Long Description and Resolution sections contain text about the project's research on alternative tools for managing and controlling mainframe source code.

The following data will be stored and maintained in the database:

Field	Brief Description	Valid Values	Update Features
Issue Number	Unique identifier for each issue	System assigned number	Not updateable
Incident Number	Unique identifier for each incident	System assigned number	Not updateable
Priority	How urgent the issue is to the project	Restricted to: Low, Medium, High, Urgent	Updateable but required on the Issue Entry form
Due Date	Date by which the issue should be resolved	“mm/dd/yy” format. Date must be after the Submission Date	Updateable, although not technically enforced, it is the responsibility of the Project Managers to set the Due Date
Scope Impact?	Whether the issue is related to scope or not	Yes / No	Updateable
Submitted By	Person entering the issue	The current system user	Not updateable
Submission Date	The date that the issue is being submitted	“mm/dd/yy” format. Default value is current date	Not updateable
Source	The person who identified the issue	No restriction on value entered. Default value is current user	Updateable but required on the Issue Entry form
Focus Area	The subsystem that the issue is related to	Restricted to: Conversion, Screens, Database, Implementation, Interfaces, Overall, Reports	Updateable but required on the Issue Entry form
Short Description	Brief description/title for the issue	No restriction on value	Not updateable from the Issue Update Form. Required field in the Issue Entry form
Long Description	Description, comments, questions,	No restriction on value	Updateable but required on the Issue

Field	Brief Description	Valid Values	Update Features
	proposed resolution, additional people assigned to issue		Entry form
Assigned To	Person to which the issue is assigned	Lists WDTIP team members to choose from, but entry is not limited to the list. Only one entry is allowed. Additional people assigned to the issue should be entered in the Long Description field	First entry not editable but update is allowed on the Issue Update form. History is viewable on the Update screen
Assigned Date	Date that the issue was assigned to the above person	“mm/dd/yy” format. Must be after the Submission Date	First entry not editable but update is allowed on the Issue Update form. History is viewable on the Update screen
Status	Current status of the issue	Restricted to: Open, Closed, Re-Open, CDSS Review, Future Release. Default value is “Open”	First entry not editable but update is allowed on the Issue Update form. History is viewable on the Update screen
Status Date	Date that the status was entered	“mm/dd/yy” format. Default value is current date. Must be after the Submission Date	First entry not editable but update is allowed on the Issue Update form. History is viewable on the Update screen
Change Request Number	Unique identifier for each Change Request	System assigned number	Not updateable
Resolution	The final resolution for the issue	No restriction on value entered	Not an available field on the Issue Entry form. Must be entered on the Issue Update form

As additional functionality is identified, the Project Tracking System may be enhanced when appropriate.

Project Tracking System Administration

The Project Controller has administrative authority over the Project Tracking System. Updates and correction of data are allowed; however in no instance will issues be deleted from the Log.

Reports

In addition to its general tracking purpose, the Project Tracking System will provide management reports for use in daily status meetings. The two database generated reports used most often are: Open Issues by Assignment and Open Issues by Due Date. Other reports that identify overdue issues, assignments by team member, and issues by priority can be produced from this database. PTS reports can be generated at any time. An Open Issues by Due Date report will be generated daily to be reviewed at the daily status meeting.

8. Scope and Change Order Process

Introduction

Scope and change order processes are essential for managing the factors that can impact project cost, project schedule, and/or system functionality. Changes in scope may arise from legislative changes, users, input from project sponsors and external agencies. The goal of implementing management mechanisms for scope and change order is to make sure that the project is delivered on time and on budget with the required system functionality. The scope and change order process provide that:

- ❑ A baseline scope of business functionality is established (i.e., scope is defined and documented or “frozen”)
- ❑ A process for analyzing the scope for impact to schedule and budget is in place and followed
- ❑ A defined process for controlling scope issues and change requests is in place and followed

Process and Procedures

Effective management of the scope and change order process requires early identification and accurate impact assessment of all potential scope changes. All scope-related issues will be documented and tracked through the Project Tracking System, described in Sections 7 and 11 of this document.

The approach to scope and change order consists of two components:

- ❑ Establishing the baseline scope
- ❑ Implementing and rigorously following change order procedures

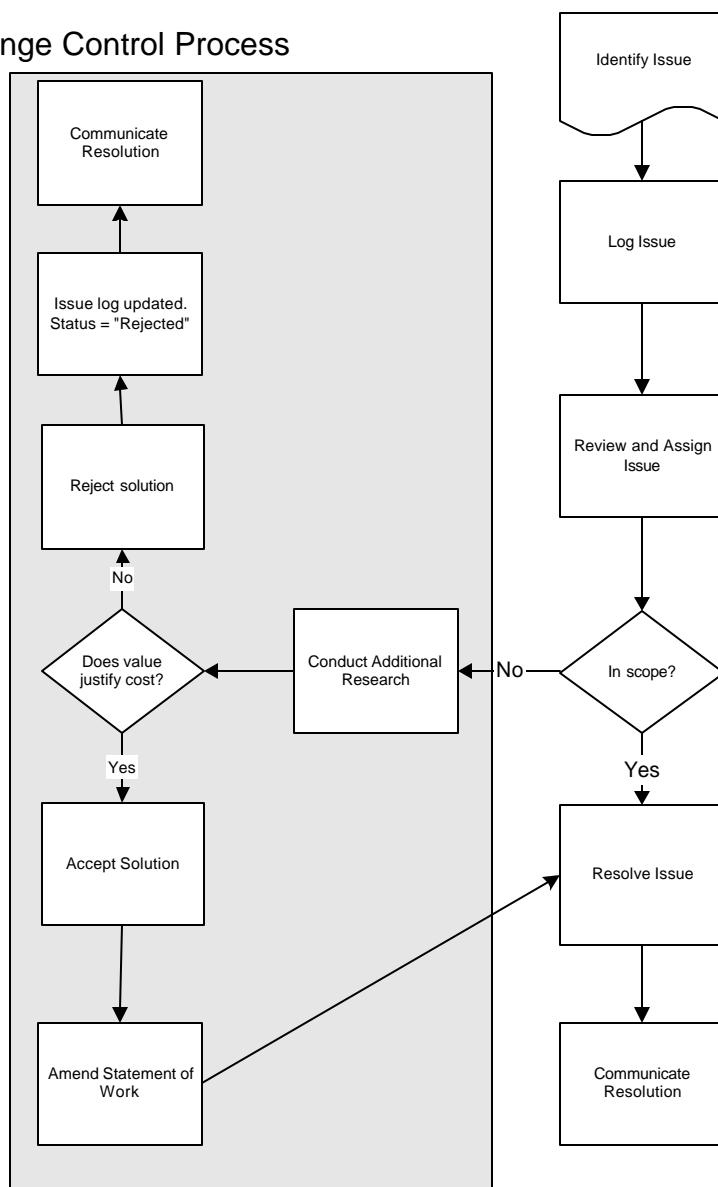
The baseline scope will be agreed upon by State and Deloitte Consulting Project Management and documented in the **Updated Business Requirements Document**. Upon approval of the **Updated Business Requirements Document**, the scope of the project is established and “frozen”. The change order procedures will then be used to manage any deviations from this baseline.

If an issue is identified to have a potential scope impact, it is communicated to the Project Managers and Project Executives. At the same time, it is assigned by the Project Managers to a team member who will work in conjunction with the Configuration Management Team to assess system functionality impact, schedule impact and cost impact. (See the Configuration Management Plan for more details on this process.) Workarounds for not implementing the change will also be identified. All of this information is documented in the Project Tracking System.

When the research is complete, it is reviewed with the Project Managers and Executives. They are responsible for determining whether the value received from the proposed change will be greater than the cost.

Below is a graphical representation of the scope and change order process (highlighted in gray):

Scope and Change Control Process



Each of these components, and their related tools and methodologies, is further described below.

Scope and Change Order Procedures

The scope and change order procedures consist of four steps. Keep in mind that in order to progress through these steps, the issue must first have gone through steps 1 through 3 of the Issue Resolution Process, described in Section 7. The four steps include:

1. Conduct Additional Research
2. Reject or Accept Change
3. Update Statement of Work
4. Communicate Resolution

Like the Issue Resolution Process, the automated Project Tracking System is utilized to track the status and outcome of each scope issue.

Step 1 – Conduct Additional Research

All scope (and non-scope) issues will be identified and tracked according to the process outlined in Section 7, Issue Resolution Process. Once an issue is determined to be out of scope, it is assigned by the Project Managers to a team member who will work in conjunction with the Configuration Management Team to assess system functionality impact, schedule impact and cost impact. Workarounds for not implementing the change will also be identified. All of this information is documented in the Project Tracking System by the assigned team member.

Step 2 - Reject or Accept Change

When the research is complete, the findings are reviewed with the Project Managers and Executives. They are responsible for determining whether the value received from the proposed change will be greater than the cost.

If they decide to reject a proposed change, the Project Controller will make the appropriate updates to the Project Tracking System and coordinate communication of the resolution to the appropriate parties.

If they decide to accept a proposed change, the formal change order procedures outlined in Step 3 below must be completed. Additionally, the Project Controller will make the appropriate updates to the Project Tracking System and coordinate communication of the resolution to the appropriate parties.

Step 3 - Update Statement of Work

Should the change be accepted, the Project Managers and Executives must amend the Statement of Work in accordance with the change order procedures established in Appendix A – Additional Contract Provision, within the Statement of Work.

Step 4 – Communicate Resolution

The Project Controller will communicate the resolution to the appropriate parties involved. In addition, they will verify that the Project Tracking System has been updated.

Roles

The following project staff have key responsibilities in the scope and change order process.

Project Controller

The Project Controller is responsible for administering the issue resolution process for all scope-related issues for the project. The Project Controller's specific responsibilities will include the following:

- ❑ Review new issues in the Project Tracking System and generate issue reports for the daily project status meeting
- ❑ Return inadequately documented issues to the issue source for additional documentation
- ❑ Update and maintain the Project Tracking System as needed
- ❑ Produce and distribute Issue Log reports on a weekly basis or as needed

Project Management Team

The Project Management Team is comprised of the State and Deloitte Project Managers, Team Leads and the Project Controller. This group meets at the daily project status meetings and will review and discuss all new and outstanding issues. This team is also responsible for identifying scope issues and escalating them as appropriate.

Project Managers

The Project Managers are responsible for directing and managing the resolution of all scope issues.

Project Executives

The Project Executives are ultimately responsible for determining the resolution of all scope issues.

Project Team Members

All project team members are responsible for identifying issues and entering them into the Project Tracking System. Team members who have been assigned the task of researching scope issues are also responsible for updating impacts and resolution alternatives in the Log.

Tools

All scope-related issues will be submitted through the on-line Project Tracking System. The Project Controller has administrative responsibilities for all scope-related issues in

the table. For details regarding the Project Tracking System, refer to Section 7, Issue Resolution Process.

9. Risk Management Plan

Introduction

Risk management activities are not performed with the assumption that problems and issues will be found; they are conducted with a focus on assuring that, if problems and issues do surface, they are identified early and corrective actions defined and recommended in a timely manner to minimize their impact.

Because there are a variety of risks associated with system development projects, one of the most important components of project planning is the development, and utilization of a risk management approach. This risk management plan is intended to provide the approach necessary to facilitate the identification, classification, tracking, mitigation, and communication of potential and real risks that could negatively impact the project's success.

In addition to outlining the risk management approach for identifying and mitigating actual and potential risks, this plan also includes a risk management matrix. This matrix lists those risks that have already been identified, their possible impacts on the project and the preventative or contingency measures that can be employed to mitigate those risks.

Effective management of risks associated with project requires that risks be identified early, that preventative and contingency measures are developed to mitigate those risks, and that the risks are tracked to ensure effective mitigation. This risk management approach was developed to work in conjunction with the Issue Resolution Process and the Quality Assurance Approach and Plan, as well as with the Scope and Change Order Process. This approach consists of three steps:

1. Proactively identifying risks that may impact the project's success
2. Developing strategies (preventative and contingency measures) to mitigate those risks
3. Tracking and reviewing risks to ensure effective mitigation and proper communication to the Project Team and Project Sponsor

Risks versus Issues

Although a risk is any factor that may potentially interfere with successful completion of the project, a risk is not necessarily a problem or "issue." A risk is, simply, the recognition that a problem *might* occur.

To clarify our risk management procedures, we have divided risks into two distinct types:

- ☐ Potential Risks
- ☐ Actual Risks

Potential Risks

“Potential” risk factors are those risks that traditionally threaten systems development projects. These general risk factors, however, do not currently threaten the successful completion of the WDTIP, and therefore remain “potential” rather than “actual” project risks. Our method for mitigating these potential risks is specified in later sections of this **Project Management Plan**.

Actual Risks

“Actual” project risks are those that have already been identified as posing a real threat to the successful completion of the development and implementation of the application. For the purpose of this risk management approach, an actual risk needs to threaten the completion of the WDTIP, the quality of the application, and/or threaten to increase the time required to complete the development and implementation.

An example of a risk meeting this criteria would be if counties cannot convert data because funding and/or staff is not available to complete the coding, WDTIP project management would not have control over county funding and resources.

Identification and Mitigation of Potential Project Risks

Potential Project Risks

Potential risks associated with any system development and implementation project include, but are not limited to:

- ❑ Insufficient planning for the project at the onset as well as on an ongoing basis
- ❑ Lack of consistent leadership
- ❑ Inconsistent perception of drivers and critical success factors among all parties involved in the project
- ❑ Inadequately defined and/or under-utilized project management procedures and controls
- ❑ Exposure to new or unfamiliar technology, including the impact of making major technology decisions (i.e., such as selecting and installing technical components, before sufficient analysis has been performed)
- ❑ Incorrect, incomplete, or changing of the project scope in terms of the business and technical requirements from which the system is to be developed and implemented
- ❑ Lack of training and other readiness activities necessary to undertake the project, including insufficient knowledge and/or capabilities for the business needs for the project and/or the technologies that will be used to develop and implement the system
- ❑ Insufficient focus on required functionality of the system, such as performance and response times
- ❑ Insufficient integration between the different parties involved in the systems effort
- ❑ Insufficient communications procedures for the Project Team staff, project management, and the future users of the system

- ❑ Inadequate technical controls built into the system, especially at functional and technical integration points, including interface entry and exit points to and from the system
- ❑ Insufficient planning for potential problems areas (i.e., difficulty in completing data conversion activities, hardware upgrades, changing personnel involvement, or activities of external entities that interface to and/or from the system under development)
- ❑ Inadequate activities to prepare business and technology users for the new system through both formal training and other readiness activities, including the lack of adequate and necessary involvement of the end-user community through the project life-cycle, and
- ❑ Insufficient focus on aligning the system requirements with the system as it is defined, designed, developed, and tested, including performing traceability analysis and other audit-type activities as the project proceeds through the system development lifecycle

Mitigating Potential Project Risks

Project Management will mitigate these potential risks through use of a sound project management approach, backed by quality assurance activities. The WDTIP Quality Assurance Approach and Plan involves activities to analyze, review and monitor the development of the project, with the intention of mitigating risk factors. This approach will help assure that the WDTIP development and implementation is of the highest quality. The following activities will be conducted to achieve this goal:

- ❑ Work closely with the Department of Information Technology (DOIT), California Department of Social Services (CDSS), California Welfare Director's Association (CWDA) and California Department of Health Services (CDHS) management to ensure that the project meets all its objectives, and is defined and completed on schedule
- ❑ Assure project tasks and deliverables meet pre-defined quality standards
- ❑ Develop and evaluate alternative approaches for conducting tasks and meeting expectations, and analyze cost/benefit calculations
- ❑ Work with the IV&V vendor to develop appropriate mitigation strategies for all potential project risks
- ❑ Work with the DOIT to ensure overall project success
- ❑ Submission of the DOIT Risk Assessment Model (RAM) Report

More specific information regarding the quality assurance approach, including goals, techniques and descriptions for the three primary activities to establishing the quality assurance approach (defining, reviewing and refining quality), can be found in Section 10, Quality Assurance Approach and Plan.

An external IV & V vendor will be engaged throughout the duration of the project to assist in identifying risk and to develop risk mitigation strategies. In addition, Deloitte Consulting

has assigned an internal quality assurance partner to monitor the progress and risks of the WDTIP. The employment of our project management and quality assurance approaches, coupled with our internal and external quality assurance team members will:

- ❑ Assure that cross-team status meetings and project integration workshops are scheduled and conducted
- ❑ Reinforce overall project goals in assessing team performance and managing status meetings
- ❑ Identify resources whose responsibilities focus on integration and assure that their assignments are understood and performance assessed
- ❑ Determine whether development and implementation work plans are linked to deliverables
- ❑ Determine whether these work plans provide an accurate assessment of resource requirements and completion dates
- ❑ Integrate issue management into project management status meetings and focus the project teams on issues having the greatest impact on the overall project
- ❑ Document, present and communicate project mission, objectives and value
- ❑ Assure that senior management staff are visible during major project activities: where executives provide status of project progress against business goals
- ❑ Establish strong leaders at all project management levels who provide an integrated and consistent project message
- ❑ Communicate project highlights and progress to the organization
- ❑ Communicate project accomplishments to the project leadership before and upon completion of project milestones.

Identification and Mitigation of Actual Project Risks

Actual Project Risks

The project has identified five risk factors that specifically relate to the WDTIP. These risk factors include:

- ❑ The counties' general lack of knowledge about the project objectives, time frames and SIS functionality
- ❑ A lack of county buy-in and commitment to the project
- ❑ Considerable conversion dependencies
- ❑ A history of scope change and scope creep
- ❑ Lack of State resources currently assigned to the project

Mitigating Actual Project Risks

The project has already developed a formal issue resolution process (described in Section 7, Issue Resolution Process) to identify, track and resolve issues on a regular basis.

Because an actual project risk is often introduced as an “issue” that threatens to impede project progress, new WDTIP risks will be introduced through the issue resolution process. As dictated by the project’s issue resolution process, team leaders and project managers will introduce issues at the daily status meeting, where they will be discussed, assigned and resolved. Risk management procedures will work in conjunction with our issue resolution process to ensure all risks are addressed, tracked, mitigated, and communicated to the extent possible. The Project Team will take the following steps to identify, mitigate, track, and communicate real risks:

Step 1

Review each issue raised at the daily project status meeting to determine whether it is a new issue or, in fact, an actual “risk.” (Use the criteria outlined in the *Potential versus Actual Risks* section of this plan.). This review will include issues and risks identified by the IV&V vendor.

Step 2

Once identified, document the risk in the Risk Management Matrix (Attachment A). Attendees of the daily project status meeting will identify risks, and the Project Controller will document each new risk identified in the Risk Management Matrix.

Step 3

Identify and document the probability (high, medium, low) of the risk impacting the project. The attendees of the daily status meeting will identify the probability of each risk impacting the project, and the Project Controller will document the probability in the Risk Management Matrix.

Step 4

Identify and document the impact of the risk. The attendees of the daily status meeting will identify the impact of each risk. The Project Controller will document the impact in the Risk Management Matrix. If additional research is required to determine the impact of the risk, the project manager will assign the risk to a specific team member to complete the research. The impact of the risk will be re-addressed at the following daily project status meeting.

Step 5

Determine and document the mitigation measures for each risk. The attendees of the daily project status meeting will discuss how the identified risk can be mitigated. If necessary, the Project Manager will assign an individual the responsibility of implementing the mitigation procedures. The Project Controller will document the contingency measure in the Risk Management Matrix.

Step 6

Re-assess each outstanding risk weekly. At the weekly Project Manager meeting, each risk will be reviewed and the risk rating updated as needed. Project Management will ensure that those responsible for mitigation activities have completed those activities.

Any action items to be taken will be identified by the Project Management team, and assigned to a specific individual to complete. The preventative and contingency measures will be communicated to the all project team leads and stakeholders.

All risks will be documented by the Project Controller and tracked using the risk Management Matrix. This Matrix currently contains the WDTIP risk factors already identified, the associated impact of each risk, the associated preventative and contingency measures, and the team(s) responsible for monitoring the risk and implementing the preventative measures and/or contingency measures (where appropriate). The current Risk Management Matrix is included as **Attachment A** of this Project Management Plan.

10. Quality Assurance Approach and Plan

Approach

The approach that the WDTIP Team has defined and will implement for this project is based on a Quality Assurance (QA) methodology that has been successfully utilized on previous projects to support systems development and implementation efforts. (Refer to Deloitte Consulting's "Framework for Computing Solutions" for methodology details.) This comprehensive approach will help assure the success of the WDTIP. It involves performing activities to analyze, review and monitor the development and implementation, while performing in a cooperative manner with HHSDC, the 58 California counties, CDSS, and the IV&V vendor to support and facilitate meeting the objectives of the project.

There will be two primary categories of QA on WDTIP, internal and external. The two categories provide quality assurance from sources within the project as well as from outside.

External QA

The External QA process involves people outside of the WDTIP Team to provide their perspective to the project products. This can include people closely associated with the Team like the Deloitte Consulting QA Risk Advisor. This process is designed to give the Team the benefit of objectivity as the project progresses and should help identify larger project scope and project direction related issues and risks. The individual involved in the External QA bring a specific skill set to the review process (e.g., project management expertise, system development experience, programmatic knowledge, etc.) and will be involved in selected activities that correspond to those skill sets. These activities will be described in the QA Risk Advisor roles later in this section.

Internal QA

Internal QA refers to the processes completed by the WDTIP Team members (to be defined later in this section) in the development of the system or each deliverable. This can include peer reviews, the deliverable expectation discussions, and deliverable reviews. The defining principle of the internal reviews is that WDTIP Team members complete all steps.

Definition of Quality

Quality can be defined in a number of ways for the WDTIP. In order for a deliverable to meet its definition of quality, the deliverable should possess the following characteristics:

- ❑ **Clear:** Each deliverable should be clearly organized, and segmented into defined components which will be defined in the Deliverable Expectation Document of the deliverable.

- ❑ **Understandable:** Each deliverable document should be well written and coherent when independently read. If the document references other deliverables or work products, these references should be stated in a straightforward manner, so the documented can be quickly and easily referenced.
- ❑ **Meet Specific Objectives:** Each deliverable will meet specific objectives that will be identified in the text of the document (e.g., in an objectives section) or in the Deliverable Expectation Document (DED). Each objective should be defined and build towards the overall WDTIP objectives.

Tools and Techniques

It is imperative that the project utilizes varied techniques in order to ensure that the quality assurance activities cover the broad spectrum of project tasks and deliverables. The activities can be categorized into six major areas. Each is described below:

Project Management Planning

Within the Project Management Plan, several processes that contribute to the overall QA approach have been defined. These processes would be defined as internal QA.

- ❑ **Issue Tracking** - To ensure that issues are identified, tracked and resolved in a timely basis, an automated Project Tracking System has been developed (see **Sections 7 and 11** for more details) to assist the process. Every Project Team member will have access to this tool and will be responsible for logging issues identified by their team. This process helps ensure work task quality by identifying and reporting issues that could impact project progress. By tracking these issues in a formal manner, all WDTIP Team members and external stakeholders (where appropriate) can be informed of these issues and work towards their resolution.
- ❑ **Scope and Change Order** – In conjunction with the issue tracking process, the scope and change order process will enable Project Management to control system modifications that may impact functionality, project schedule and cost. See **Section 8- Scope and Change Order Process** for more details on this process. This process helps ensure quality by identifying out-of-scope activities, and redefining the overall project objectives to incorporate these activities prior to actually investing WDTIP hours on the completion of those activities. Without this process, WDTIP would risk spending hours on non-project related tasks, and therefore have less time and budget on the in-scope tasks.
- ❑ **Risk Management** – The project's risk management approach will help mitigate obstacles that may adversely affect the successful completion of the project. See **Section 9** for more details. By identifying risks early, the entire WDTIP Team can proactively plan for those risks, and place appropriate WDTIP Team hours to risk management and mitigation.

- ❑ **Workplan Review** – An important component of the QA approach is to review and analyze the completion status of tasks and deliverables on a regular basis. Through ABT's Project Workbench, reports will be generated contrasting the amount of time budgeted for each task vs. the actual time needed to complete the task. In this way, Project Management can reprioritize work assignments and reallocate resources as necessary. The Workplan review will serve as an opportunity for the WDTIP Team to review task sequence and hour allocation, and shift resource to complete work tasks on schedule. This process will also gauge how effective the WDTIP Team is completing work tasks, meeting one component of work task quality.

Deliverable Approach

Reviews and assessments will be performed by Project Management on an ongoing basis, both scheduled and ad-hoc, to assure that quality deliverables are being completed on time. The reviews will include a review of the deliverables themselves to ensure their objectives map to overall project objectives, a review of the time to completion and schedule for the delivery of each deliverable. Finally, the reviews will attempt to identify any critical components that do not appear to be in the deliverable, but were identified in the scope of work. Additionally, a Deloitte Consulting Risk Advisor will be assigned to the project to provide an impartial review of all project deliverables.

Deliverable Phases

To assure that a quality end product will be developed on schedule, the WDTIP team will implement several processes. First, a deliverable expectation document (DED) will be produced at the beginning of the development of each deliverable. This DED will provide a clear understanding of what the content and format of the deliverable will resemble. By providing the DED early in the development process, the workplan can be adjusted if significant changes are necessary before the deliverable is off schedule. The preparation of the DED is the first of five phase involved in the creation of each deliverable. The five phases of the approach include:

1. Prepare
2. Develop
3. Review
4. Resolve
5. Approval

Prepare Phase

During the Prepare Phase the Project Team defines the scope of the deliverable by preparing a Deliverable Expectation Document (DED). The DED basically includes the table of contents for the specific deliverable and as appropriate, a sample of the level of detail of the deliverable and any appropriate attachments. This activity will be the responsibility of the team with primary ownership for the deliverable. Once the DED is developed, the team meets with State Project Management to ensure that expectations are consistent with the team's intent. This phase helps ensure quality by defining the scope

of the deliverable to WDTIP Team members. In this way, the deliverable can incorporate the best objectives from all of the Team members.

Develop Phase

During the Develop Phase, the team responsible for the deliverable will develop a draft. The team will review the work in process as appropriate and discuss modifications. The duration of this process is based on the complexity of the deliverable. The completed deliverable will be the output of this phase.

Review Phase

During the Review Phase, the State Project Management conducts a formal review of the deliverable to verify completeness and ensure the deliverable meets the specification set forward in the DED. Cross-functional teams will be created to review each deliverable and a matrix will be created to track the progress of each review team. Review team members will be from both the State and Deloitte Consulting. The Review team will create a consolidated list of comments for the deliverable. If discrepancies are identified, they are documented in a comment matrix compiled by the State Project Management. The comment matrix is then used to make revisions to the deliverable where appropriate in the resolve phase.

Resolve Phase

In the Resolve Phase, the comments provided from the State Project Management are reviewed by the responsible team and addressed. It is important to note that only those State Project Management comments will be addressed from this point forward in the deliverable development and review process. During the Resolve Phase, the internal team will meet to address the review comments, make corrections as appropriate, review the corrected deliverable and finalize the deliverable. The output of this phase is the Final Deliverable.

Approval Phase

The Approval Phase is the final step in ensuring that the deliverable is complete. Once the prior four steps have been successfully completed, sign-off on the document will occur. The output of the Approval Phase is the Deliverable Approval Letter.

The following table indicates time periods for each deliverable (for specific deliverable due dates, please refer to the table in Section 3, Project Phases, of this document).

Deliverable	Prepare	Develop	Review	Resolve	Approve
WDTIP Phase 1 Deliverables					
Monthly Status Reports	On-going	On-going	On-going	On-going	On-going
Project Management Plan	3 days	15 days	5 days	5 days	2 days
Updated Stakeholder Communication Plan	3 days	10 days	2 days	5 days	2 days
Configuration Management Plan	3 days	15 days	2 days	5 days	2 days
Updated Business Requirements Document	3 days	25 days	5 days	5 days	2 days
Design/Coding Standards Guide	3 days	10 days	2 days	5 days	2 days
System Architecture Model	3 days	40 days	3 days	5 days	2 days
Implementation Strategy	3 days	45 days	5 days	10 days	2 days
Detailed Design Specifications Document	3 days	41 days	5 days	10 days	2 days
WDTIP Phase 2 Workplan	3 days	10 days	3 days	2 days	2 days
WDTIP Phase 2 Deliverables					
Monthly Status Reports	On-going	On-going	On-going	On-going	On-going
Completed Source Code/Unit Test	3 days	72 days	3 days	5 days	2 days
Implementation Plan	3 days	56 days	5 days	5 days	2 days
Integration/System Test Sign-Off	3 days	32 days	3 days	5 days	2 days
Training Curriculum	3 days	32 days	3 days	5 days	2 days
WDTIP Phase 3 Workplan	3 days	10 days	3 days	2 days	2 days
WDTIP Phase 3 Deliverables					
Monthly Status Reports	On-going	On-going	On-going	On-going	On-going
User Acceptance Test Sign-off	3 days	20 days	3 day	3 days	2 days
System In Production	3 days	32 days	3 days	5 days	2 days
Conversion Process and Procedures	3 days	50 days	3 days	5 days	2 days
Users Training	3 days	64 days	2 days	2 days	2 days

Peer Reviews

Additionally, quality reviews of deliverables will be conducted through peer reviews during each deliverable's development. Team leads will be responsible assigning peers to complete these reviews to produce high quality work products.

Technical Reviews

Procedures will be implemented to ensure that the design specifications and program code work as planned. These procedures include:

- ❑ **Business rules review** - Before developing detailed specifications, preliminary design specifications will be created. These preliminary specifications will be reviewed by Project Team members, subject matter experts and Deloitte Consulting experts to ensure the business rules are accurately and completely reflected before coding has begun. This step will provide a user-friendly form of review (as it will not have technical code that needs to be represented in the design specs) and will prevent re-coding due to errant documentation of the business rules.
- ❑ **Interviews, Walkthroughs and Joint Application Design (JAD) sessions** - Several activities will be conducted to obtain input from the end users of the system before coding begins. These steps include interviews and walkthroughs of the business rules, data elements, screen and report design, and file formats. By completing this set of procedures, many users of the system will be able to influence the look and feel of the application and ensure that it meets the users' needs.
- ❑ **Code Review** - To efficiently and effectively identify code that does not meet WDTIP coding standards, the Technical Support Team Lead will conduct a code review. This will check for basic coding conformity with WDTIP coding standards and report inconsistencies to the programmers.
- ❑ **Code Testing** - Additionally, all programs will be tested at several levels. Code will be subjected to close scrutiny conducted by the QA Reviewer (this role is described in a later section) before being migrated to upper levels of testing. The levels of testing include:
 - Unit Testing
 - System/Integration Testing
 - User Acceptance Testing

Communication

The QA processes will rely heavily on communication of project status between the WDTIP Team and the State. To facilitate this communication, the WDTIP Project Management team will have regular status meetings with the State. As a component of each of those status meetings, the deliverable progress will be discussed. Since these meetings will occur consistently, they will allow problem identification and resolution to occur on a regular basis. Additionally, the State will be kept abreast of the status of the project as well as any potential impacts to deliverable timelines.

Team Interaction

Each team within WDTIP will have regular team meetings to both disseminate information from project management as well as discuss team progress at a detailed level. Through this process, the team will be able to disseminate information to all project members as well as allocate additional resources toward team goals as necessary. This

process of team interaction will also provide for numerous reviews of team direction and the tasks necessary to deliver quality results.

Roles

Project Managers

Project managers are involved with providing overall QA guidance for the WDTIP. They are responsible for managing deliverable development as well as conducting reviews of documentation before submission. The managers are also responsible for development of the application as a whole. The project managers must ensure that design and coding standards are adhered to and that testing efforts are planned and executed.

QA Reviewer

The Technical Support Team Lead will be assigned as the QA Reviewer. In that role, this individual will review all of the specifications and code developed by the other team members to ensure it adheres to standards and the required business rules, and functions in an efficient manner. The QA reviewer will be present for all formal code walkthroughs to ensure standardization of code as well as to compile common elements needed across programs (i.e., data elements, common programs, etc.). This final step helps ensure quality by improving efficiency of code (through the use of common programs) and improved clarity and understandability (through the use of standards).

The QA Reviewer is a member of the Technical Support team. As a member of this team, that QA reviewer is out of the span of control of both the Conversion On-Going Load and Screen and Reports Leads who are primarily responsible for the development of the TRAC application. Since the QA reviewer is outside of their span of control, when issues are identified, they can be raised to the Application Manager and Project Management as a whole if appropriate. In this manner, the QA reviewer can impact the progress or promotion of program changes if they do not pass the QA review.

QA Risk Advisor

The QA Risk Advisor is involved with the external QA process. The Risk Advisor will provide a different perspective in identifying risks associated with development of the TRAC application. This individual, who has been assigned to this project by Deloitte Consulting, may give the project the benefit of identifying larger project scope and project direction related issues and risks. The QA Risk Advisor will perform specific reviews of the project and share his findings with the Project Managers and Project Executives. The following project components will be addressed by the risk reviews:

- ❑ Completed deliverables- to see if each meets with Deloitte Consulting standards as well as fit into the overall project objectives
- ❑ Project schedule- to see if the project is meeting its timetable and is on-budget
- ❑ Risks- to review existing risks that are impacting the project and how the mitigation strategy will address each risk. Additionally, the QA Advisor will identify potential risks with recommendation of a mitigation strategy to address each

- System development project comparison- to benefit from the “lessons-learned” from other projects, the Risk Management Advisor will relay experience from similar project that is relevant to WDTIP

11. Automated Project Management Tools

The WDTIP will use many different automated tools to manage resources, track and resolve issues, mitigate risks, and facilitate scheduling and communication. These tools are not specifically dictated by Deloitte Consulting's methodology, "Framework for Computing Solutions"; however, the function they fulfill is recommended within the methodology. The tools being utilized for the project are described below.

ABT Project Workbench - Project Planning

The project will be using Applied Business Technology's (ABT) work planning software known as Project Workbench to manage each phase of the project. At a high level, Project Workbench will allow for the development and ongoing execution of the WDTIP plan through:

- ☐ Task Planning
- ☐ Hours Estimation
- ☐ Resource Scheduling
- ☐ Task Variance Analysis
- ☐ Deliverable Tracking
- ☐ Reporting

Project Workbench provides for the logging and tracking of tasks and associated personnel hours, as well as status reporting. Individual team members report weekly on their hours spent on each planned and unplanned task. Project Management will use this information to generate reports that show the status of tasks and compare actual hours spent on the task against the hours initially planned. Using Project Workbench, therefore, will allow WDTIP management to quickly identify potential schedule slippage and to reallocate staff resources to those tasks that may require more effort than initially planned.

Project Workbench will also generate reports that will be used to analyze the status of tasks and the project as a whole. Some of these reports and analyses will include:

- ☐ Earned vs. Burned Calculation
- ☐ Open Tasks with Zero Estimated Time to Complete
- ☐ Completed Task with Estimated Time to Complete Greater than Zero
- ☐ Deliverable Statuses, including remaining level of effort
- ☐ Other Variance Analysis Reports

Project Tracking System (Microsoft Access) –Issue, Incident and Configuration Request Management

The Project Tracking System is a custom developed Microsoft Access application - used to log, assign, track and resolve issues and incidents that arise within the scope of the project. It is used to categorize the issues by subsystem and their assignment to team

members for resolution. It tracks incidents during system integration testing and user acceptance testing as well as stores documentation concerning configuration management changes. This tool also helps to prioritize the outstanding issues and generates reports used to track key issues requiring action. The reports are used to track and discuss open issues during the daily status meetings and ensure the successful mitigation or resolution of these issues. This application is accessible to all WDTIP team members.

Microsoft Outlook Calendar - Project Scheduling and Communications

The project will be using the Microsoft Outlook Calendar application to determine the availability of team members and schedule team meetings. Additionally, Microsoft Outlook's electronic mail function will be used to communicate to internal team members as well as to external stakeholders.

Risk Management Matrix - Risk Management Tracking

A Risk Management Matrix to log, assign, track and mitigate project risks has been developed in Microsoft Word. The maintenance of this matrix will be the responsibility of the Project Controller who will log any identified risks and distribute the matrix to Project Management.

12. Project Assumptions

- ❑ HHSDC and Deloitte Consulting shall work in full partnership during all phases of the project.
- ❑ HHSDC shall provide qualified State resources defined in the Statement of Work in order to partner successfully with Deloitte Consulting during the design, development and implementation phases.
- ❑ Deloitte Consulting shall report directly to the SAWS Deputy Director or his representative.
- ❑ The Statewide Client Index (SCI) shall be fully maintained by the State.
- ❑ User training shall be conducted utilizing the train-the-trainers approach. Some training may be regionally based. Each county shall be responsible for training its respective county users. Training shall be conducted at existing county or State facilities.
- ❑ There shall be no more than 10 management and operational reports that the Welfare Data Tracking Implementation Project must generate.
- ❑ An Advisory Committee will be formed including representatives from the California Department of Social Services (CDSS), the Department of Information Technology (DOIT), the Health and Welfare Data Center (HHSDC), the County Welfare Directors Association (CWDA), the California Department of Health Services (CDHS), the Welfare Data Tracking Implementation Project IV&V Vendor, and Deloitte Consulting. This committee will meet on a regular basis to assist in reviewing project progress and aid in maintaining project scope and progress.
- ❑ The counties shall provide adequate resources to participate in Requirements Validation, Data Conversion, Implementation, and Training activities. Counties shall:
 - ◆ Participate in Joint Requirements Planning and Joint Application Design Sessions
 - ◆ Designate a county point of contact person for the WDTIP
 - ◆ Provide appropriate staff attendance at WDTIP Regional Meetings
 - ◆ Provide appropriate staff attendance at train-the-trainer sessions

- ◆ Provide user training for their respective users
 - ◆ Implement revised county business processes to best utilize the new system
 - ◆ Assess and communicate to the WDTIP the county's automated conversion data elements
 - ◆ Assess and communicate to the WDTIP the county's manual conversion data elements
-
- Individual counties shall be responsible for conversion data mapping and extraction activities. In addition, counties shall provide necessary test data to the project on a timely basis. These activities shall be completed on time and in accordance with the county's rollout date. Counties shall also provide on-going data load updates at intervals specified by the WDTIP.
 - All data files provided by the counties for conversion and ongoing loads shall be Year 2000 compliant.
 - The State shall provide timely resolution, as defined by the project workplan, of State controlled issues that affect the project plan and schedule.
 - HHSDC shall provide any contractually required project administration hardware, software and support for project staff during the term of the project.
 - Additional County and State hardware shall not be necessary for this project. County site preparation shall not be required.
 - It is assumed that the new system shall utilize the Counties and State's existing network infrastructure.
 - The WDTIP Phase II schedule and deliverable due dates will be reviewed and revised, as appropriate, as a component of the Phase II Workplan deliverable. The WDTIP Phase III schedule and deliverable due dates will be reviewed and revised, as appropriate, as a component of the Phase III Workplan deliverable.
 - The functional scope of the project shall be established and "frozen" with HHSDC's approval of the **Updated Business Requirements Document**. Once scope is frozen, any functional change must be submitted through the WDTIP Scope and Change

Order process. The scope of the technical requirements will be established and “frozen” on the same schedule as the approval of the **Detailed Design Specification Document**.

- ❑ All batch jobs will fit within the prescribed batch window to be mutually determined during the appropriate project phase.

Attachment A – Risk Management Matrix

Risk Management Matrix

<i>Risk No.</i>	<i>Date Logged</i>	<i>Risk</i>	<i>Impact(s)</i>	<i>Mitigating/Contingency Measures</i>	<i>Responsible Party</i>	<i>Impact Probability</i>
1	6/1/99	General lack of knowledge in the counties about the project objectives, time frames and system functionality	Unable to solicit information and receive necessary input in a timely fashion	<p>Assembled a team solely dedicated to communications</p> <p>Developed a detailed Updated Stakeholder Communication Plan, and regular communication schedule</p> <p>Work with counties regionally and individually to help them understand the objectives of the project and the time constraints</p> <p>Conduct work groups like the Joint Requirements Planning and Joint Application Design Sessions. These sessions facilitate communication between the project and the end users which will help eliminate confusion and manage user expectations about system functionality</p>	Communication Team	Low

Risk No.	Date Logged	Risk	Impact(s)	Mitigating/Contingency Measures	Responsible Party	Impact Probability
2	6/1/99	General lack of county buy-in and commitment to the project	<p>Unable to solicit necessary information from counties</p> <p>Inability to receive necessary input during work group sessions</p> <p>Difficulty receiving necessary data for conversion purposes</p> <p>Difficulty completing county training</p> <p>County unwillingness to use the system</p>	<p>Ensure effective communications</p> <p>Ensure that strong support from Project Sponsor continues and that support is communicated often</p> <p>Work with counties regionally and individually to help them understand the business imperative, the benefits of the project and the importance of their involvement</p> <p>Work with the CWDA liaison to promote county commitment</p>	Communication Team	Medium
3	6/1/99	Considerable conversion dependence (i.e., dependence on receipt of all counties' data for success)	<p>Incomplete data conversion will produce incomplete and inaccurate system data; counties will not use the system if data is not complete and correct</p>	<p>Communicate the importance of conversion to counties and send survey to counties to assess conversion issues</p> <p>Work with counties regionally and individually to ensure that county data processing departments understand information needed and to ensure that they realize the importance of their cooperation and the overall schedule</p>	<p>Conversion Team</p> <p>Communication Team</p>	High

Risk No.	Date Logged	Risk	Impact(s)	Mitigating/Contingency Measures	Responsible Party	Impact Probability
4	6/1/99	History of scope change and scope creep	<p>General confusion about the business requirements</p> <p>Scope creep may cause schedule delays and cost over-runs</p> <p>Schedule delays will impact county confidence in the project and system</p>	<p>Establish a baseline scope of business functionality (to be documented in the Updated Business Requirements Document)</p> <p>Develop and implementing formal issue tracking and change request procedures</p> <p>Work with CDSS to ensure all pending program impacts are incorporated in the Updated Business Requirements Document</p>	Design Team Communication Team	Medium
5	6/1/99	Lack of State resources on the project	<p>Successful completion and maintenance of deliverables</p> <p>Difficult transition of system maintenance and operations activities from the project team to the State</p>	<p>Procure State staff as early as possible</p> <p>Involve county staff to the extent possible to ensure successful deliverable completion</p>	Project Management Team	Low

Attachment B – High Level Project GANTT

Attachment C – Phase I Workplan

High Level Project Management Plan

Summary GANTT Chart

Detailed Project Management Plan

Monthly Staff Plan

Attachment D – Phase II Workplan

High Level Project Management Plan

Summary GANTT Chart

Attachment E - Phase III Workplan

High Level Project Management Plan

Summary GANTT Chart